



OFFICE OF THE CHAIRMAN
THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-0001

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Lieutenant General Edward J. Heinz, USAF
Director, National Intelligence Staff
Central Intelligence Agency
P.O. Box 90828
Washington, DC 20090-0828

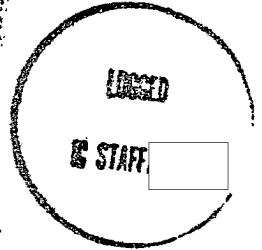
Dear Ed,

In 1987, the Deputy Secretary of Defense directed a DOD-wide study of General/Flag Officer (G/FO) requirements. Using the internationally recognized Hay Group methodology, each position was surveyed to measure the need for G/FO manning as well as the proper grade distribution. At the completion of the initial study, 225 G/FO billets were validated in the joint/outside-Service arena. To translate those results into an ongoing requirements determination process, the Department has directed* an annual revalidation of 25 percent of all G/FO requirements.

The Joint Staff will again have responsibility for the joint/outside-Service billets which includes positions within the unified commands, Office of the Secretary of Defense, Joint Staff, and defense agencies/activities. This year, 56 G/FO billets will be surveyed in the joint/outside-Service portion of the study. In addition, 17 O-6 level positions will be studied to validate the O-6 to O-7 threshold and evaluate positions believed to be G/FO "sized" billets.

The enclosed questionnaire will be used to measure "know-how, problem-solving, and accountability" associated with your position. It is important to keep in mind that the Hay methodology focuses on billets and not the performance or experience of the incumbents. Therefore as you complete each question, remember that the purpose is to establish profiles of billets -- not incumbents.

When your completed questionnaire is received by the Joint Staff, an evaluation panel comprised of senior officers with joint experience will review and conduct the actual rating of the billet. After each position has been "sized," senior Hay quality assurance experts will review the results to ensure consistency and resolve obvious deviations.



STAT

We urge you to be candid and thorough when completing the enclosed questionnaire since it is the primary vehicle that will be used to evaluate your billet. To insure all questionnaires arrive before evaluation panels assemble, they must be returned before 21 October 1988.

I appreciate your attention to this matter and assure you that your participation is in the best interest of the Department of Defense and the joint arena.

Warmest regards,

A handwritten signature in dark ink, appearing to read "Bill Crowe". The signature is fluid and cursive, with a large initial "B" and a long, sweeping underline.

WILLIAM J. CROWE, JR.
Chairman
Joint Chiefs of Staff

Enclosure
a/s

Reference:

- * Assistant Secretary of Defense memorandum, 19 July 1988, "Annual Revalidation of General and Flag Officer (G/FO) Requirements"

QUESTIONNAIRE HINTS

The following information is provided to assist you in completing the enclosed questionnaire:

1. If your billet was previously studied, you will find a copy of the last completed questionnaire enclosed in this package. Data that is still current may be transferred to the new form or revised as appropriate. If your billet has been restructured and/or gained significant additional responsibilities, please provide a summary of changes and the source of the new responsibilities (i.e. transferred from another position, mandated from higher headquarters, etc). In addition, we encourage you to include information that you feel would be helpful in "sizing" your billet (i.e. official organizational chart, formal job descriptions, etc).

2. We have found that the grade for many billets is governed by provisions of law, representational/parity considerations, or international agreement. If you believe these or other factors apply to your billet, please attach an additional page to your questionnaire which provides as much detailed information as possible to assist panel members in their evaluation.

3. When "sizing" each position the three measures shown below will be used by the evaluation panel. These are suggested areas to concentrate on when completing each section of the questionnaire.

Know-How:

The sum total of every kind of skill needed for acceptable job performance, including depth and breadth of knowledge required to perform the work, including unique and authoritative knowledge within learned disciplines; know-how of integrating and harmonizing diversified functions involved in managerial situations; active, practicing person-to-person skills in human resources.

Problem-Solving:

The original "self-starting" thinking required by the job for analyzing, evaluating, creating, reasoning, arriving at and making conclusions.

Accountability:

Answerability for an action and for the consequences thereof, including the following dimensions -- freedom to act, job impact on end results, and magnitude of the effect of the incumbent's actions.

4. Recommend you draft responses and have them typed on the questionnaire you intend to forward. Inputs that are easy to read and clearly stated will make an accurate review simpler for the evaluation committee and Hay Group representatives.

5. If you have any questions, please contact the Special Assistant for General/Flag Officer Matters at AUTOVON 227-2960/8922 or Commercial (202) 697-2960/8922.

**JOINT/OUTSIDE SERVICE
GENERAL AND FLAG OFFICER
POSITION DATA QUESTIONNAIRE**

**Proponent
JCS/SJS
General/Flag Officer Matters**

HayGroup

BACKGROUND AND INSTRUCTIONS

A. Survey Purpose

The Department of Defense (DOD) has contracted with The Hay Group to conduct a study of selected General and Flag Officer (G/FO) positions in order to address the following questions:

- Which DOD jobs are "big" enough to be classified General or Flag Officer? Which not?
- What is the appropriate distribution of jobs into ranks (O-6, O-7, O-8, etc.) based on their relative size?

This confidential survey is the primary data collection instrument, and therefore constitutes a critical element of the overall study. Although other official documentation such as position descriptions will be available and used in the study, it is essential that each of the General and Flag Officers [as well as a sample of O-6 and a few Senior Executive Service (SES) position incumbents] selected for participation in this survey diligently complete the questionnaire.

B. Survey Structure

As we are sure you can appreciate, the importance and complexity of the two study questions listed above dictate a comprehensive and analytical data collection effort. To do our job and to assure fair, accurate, and meaningful answers to these issues, it is critical to obtain valid, up-to-date information on the specific nature of your position. In other words, the survey requires narrative responses to questions as well as up-to-date, factual, quantitative, and organizational data. We seek to learn about the job as it really is, even if this is at variance with official records.

C. Survey Support

This survey demands accurate, thoughtful, articulate, and complete responses. Please be assured the document has been pre-tested and pared down to the bare minimum necessary to accomplish our task. Please bear with us - your help is vitally important and we do not seek it casually or without sincere appreciation.

D. Instructions

General and Flag Officer (and supplemental SES and O-6) positions are being surveyed using the same questionnaire. We have attempted to write the questions so that they are meaningful to all populations. However, in the event certain items require clarification, please feel free to contact the individuals listed under Subsection G, Points of Contact on the next page.

Please answer the questions as accurately and completely as you can. Print or type your responses clearly, using ink that will photocopy readily. In places where the form does not provide adequate room to enter your responses, you may attach additional sheets to the back (be sure to label each sheet).

E. Privacy Act Statement

Purpose: The purpose of this survey is to gather information about the actual nature of top military positions. The information will be used to establish the relative size and weight of these positions based on the actual knowledge required, problems faced, and responsibilities assigned to the job. The individual incumbent in the job is not being evaluated in this study.

F. Classified Information

PLEASE DO NOT INCLUDE OFFICIALLY CLASSIFIED INFORMATION; IF YOU BELIEVE SUCH INFORMATION IS ESSENTIAL TO A COMPLETE UNDERSTANDING OF YOUR JOB, CONTACT THE JCS REPRESENTATIVE SHOWN BELOW.

G. Points of Contact

Points of contact for questions concerning this survey are listed below:

ICS/SJS

Special Assistant for
General/Flag Officer Matters
Lt. Col. Wm Welser
Pentagon, Room 2E 929
Washington, D.C. 20318-0400
Phone: (202)697-2960
Autovon: 227-2960

HayGroup

Andrew L. Klein, Ph.D.
The Hay Group
1500 K Street, NW
Suite 1000
Washington, D.C. 20005
Phone: (202) 637-6600

H. Pre-Addressed Envelopes

A pre-addressed envelope is enclosed for mailing your completed questionnaire.

I. POSITION IDENTIFICATION

1. Current position title: _____

2. Name: _____

3. The authorized Rank or Grade Level of the billet shown above (please check one):

Military

- ☐ Captain/Colonel (0-6)
☐ Rear Admiral (L)/Brigadier General (0-7)
☐ Rear Admiral (U)/Major General (0-8)
☐ Vice Admiral/Lieutenant General (0-9)
☐ Admiral/General (0-10)

Civilian

- ☐ GS/GM-15
☐ SES

4. Title of immediate supervisor/rater: _____

5. Name of organization your job belongs to: _____

II. POSITION DIMENSIONS

Please indicate the numerical data - personnel, budgets, contracts, etc. - which your position currently (FY88) influences or controls. Provide as much quantitative information as you can to indicate the scope and size of the position.

1. Total number of personnel under your command/supervision, including all who report through subordinate organizations: _____

2. Operating budget, including payroll, of the organization under your command/supervision: _____

3. Number and value of contracts you direct or have authority over: _____

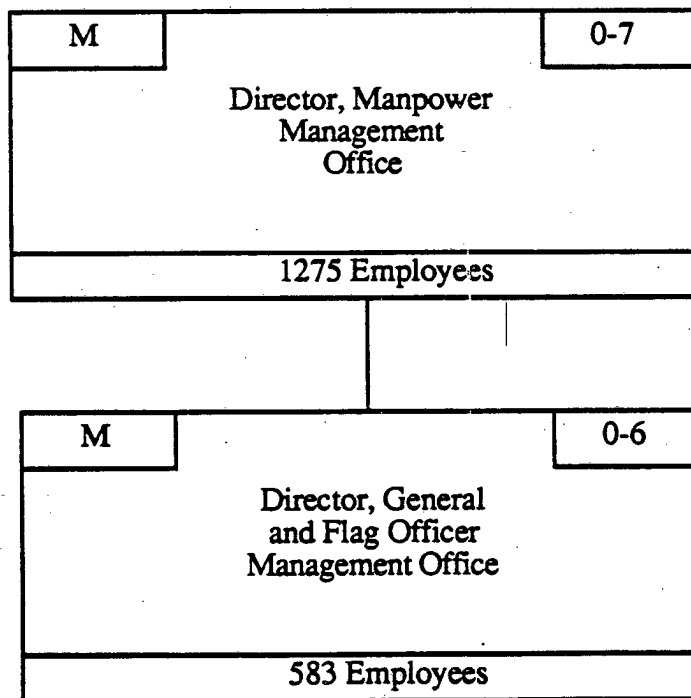
4. Other important quantitative data that illustrate the size of your position: _____

III. POSITION CONTEXT

A modified organization chart follows. Please complete it, including the following information for each position you identify:

1. Position title.
2. Military/civilian status of incumbent. Place an "M" for military, or "C" for civilian in upper left corner of each box.
3. Military or Civilian Grade (GS/GM or SES). Rank/Grade should be included in the upper right corner of each box.
4. The total number of staff reporting (directly or indirectly) to each of your subordinates - place in space at bottom of each box.
5. Briefly state the major purpose of each position reporting to you.
6. Attach additional pages as necessary.
7. ATTACH A COPY OF YOUR JOB'S 1) MISSION AND FUNCTIONS STATEMENT, AND 2) POSITION DESCRIPTION.

EXAMPLE:



← Your Job

- Major purpose: Assure the proper recruitment, placement, and support of G/FOs on the JCS staff.

Supervisor's Supervisor

Your Supervisor/Rater

Your Job

Others Reporting To You

- Major Purpose: _____
- Major Purpose: _____
- Major Purpose: _____
- Major Purpose: _____
- Major Purpose: _____
- Major Purpose: _____

(Following page has additional space if needed)

	← Your Job
	← Others Reporting To You
	• Major Purpose: _____

	• Major Purpose: _____

	• Major Purpose: _____

	• Major Purpose: _____

	• Major Purpose: _____

b. activity:

challenge:

Relative Importance _____

c. activity:

challenge:

Relative Importance _____

d. activity:

challenge:

Relative Importance _____

e. activity:

challenge:

Relative Importance _____

f. activity:

challenge:

Relative Importance _____

g. activity:

challenge:

Relative Importance _____

h. activity:

challenge:

Relative Importance _____

3. Describe the most difficult, complex, or important aspect of your work as it relates to each of the functions indicated below. If possible, give an example of a problem you must solve in order to accomplish the function. Please rank the importance of each function to doing your job properly (1=most important, 2=next most important, etc.)
 - a. Development of policy or procedures that affect the Joint Staff or your Commands/Agencies.

Importance Rank: _____

- b. Representation of a position, program, or liaison role with an official or organization outside the Joint Staff or your Command/Agency.

Importance Rank: _____

- c. Preparation of budget justification or acquisition of resources.

Importance Rank: _____

- d. Direction and guidance to subordinates or training and development of personnel.

Importance Rank: _____

4. If you were selecting a replacement for yourself in your current position, what particular knowledge, skills, abilities or experiences would you seek? Explain briefly why each is important to successful performance of your position.

5. What is the single most critical achievement your current position is expected to attain in the next year?

6. What is the single most critical achievement your current position is expected to attain in the next 5 years?

7. What is the longest-term goal your current position has - one that may not be attained during your tenure?

How many years will it take to attain that goal? _____ years.

8. What other information about your job is important for a complete understanding?